UNITED NATIONS ECONOMIC AND SOCIAL COMMISSION FOR ASIA AND THE PACIFIC

REPORT OF THE ESCAP/ICSW TRAINING WORKSHOP ON MANAGEMENT OF ECONOMIC ACTIVITIES OF WOMEN

7-21 September 1981

Bombay, India

I. BACKGROUND AND SPONSORSHIP

1. In 1975, the United Nations organized the World Conference of the International Women's Year at Mexico City. A thorough discussion was held at that Conference on the needs of women, their aspirations and the problems they faced. As a follow-up of the Conference, the United Nations proclaimed the period 1976-1985 United Nations Decade for Women and set up a Voluntary Fund for the Decade in order that programmes and projects of and for women at the grass-roots level could be planned and assisted without lengthy bureaucratic procedures. It was visualized that finances from the Voluntary Fund would be available to women's organization at the grass-roots level without going through the country programme cycle. Hence, on the basis of the criteria set by the General Assembly the Voluntary Fund came into existence in December 1976.

2. The Training Workshop on Management of Economic Activities of Women was organized in pursuance of Commission resolution 203 (XXXVI) on integration of women in the development process, in which the Commission recognized that the role of women in development must be made an integral part of the global effort for the establishment of a new economic order and called upon the Executive Secretary to strengthen regional programmes and projects for the integration of women and to promote inter-governmental efforts leading to technical co-operation among developing countries in the area of the integration of women in development. In pursuance of that resolution, and with the financial assistance of the Voluntary Fund, efforts are being made to train and prepare women in various fields for undertaking greater responsibilities.

3. The training undertaken through the above-mentioned Workshop was a departure from the usual training in management as it was focused on one very successful women's organization in India known as Lijjat Papad.

4. The salient features of this organization are that:

(a) It is run almost completely by women who are workers themselves;

(b) Although it runs on very strict business principles, it still has social programmes to assist the workers;

(c) It has developed its work to such an extent that it is now exporting its products.

5. The kind of success that this organization has achieved is rather unique for women's organizations which are geared to the very poorest women. Hence, it was felt that a training programme could be formulated on the basis of its experiences, as well as some other cases of successful organizations. The reasons for the singular success of some of these organizations could be examined. What are the techniques unique to them and how do they differ from so many similar organizations that do not succeed as well? The teaching of some skills such as administration, staffing, supervision, budgeting etc. is mostly carried out by universities and training institutes. The objectives in this short-term training course were not just to give training in such subjects but to assist women in understanding the working of some of these very successful organizations and to identify the methodologies that have made them successful.

II. OBJECTIVES

6. The objectives of the Workshop were to:

(a) Impart an understanding of the theory of management to women who are initiating or are involved in income-generating economic programmes;

(b) Develop financial and marketing "know-how" by imparting various skills as practised in successful organizations;

(c) Have project proposals on income-generating activities prepared by participants for their respective countries;

(d) Assist in the preparation of a manual on income-generating activities for women.

III. ORGANIZATION

7. An important feature of this training organized by ESCAP was that the work was undertaken in very close collaboration with the International Council on Social Welfare (ICSW) Regional Office for Asia and the Western Pacific, located in Bombay. The identification of trainers, lecturers, field agencies etc. was done by ICSW exclusively and it was also primarily responsible for programme execution.

8. The Workshop was conducted by the two co-ordinators appointed by ICSW and the senior regional expert of ESCAP with the very active assistance of ICSW officials.

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IV. PARTICIPATION

9. The participants in the Training Workshop were from selected countries of the region (Bangladesh, Maldives, Pakistan, Philippines, Republic of Korea, Sri Lanka and Thailand). Two participants from each country were invited. One participant was from the organizational level, i.e., a participant from an organization which initiates and organizes income-generating programmes for and with lower income groups of women from rural or urban areas. The other participant was preferably a worker who was herself engaged in an income-generating activity. It was possible that the worker would not know English. However, it was visualized that the organizational participant would be knowledgeable in English and in a position to translate and help the worker.

V. INAUGURAL SESSION

10. The inaugural session was held at the Committee Room of "Mantralaya" (the state government's secretariat), Bombay, at 11 a.m. on 7 September 1981. In addition to the participants, 75 invitees from various women's organizations located in the cities of Bombay and Pune attended the function. Dr. S.N. Gajendragadkar, Chairman of the Research and Documentation Centre, welcomed the participants. Mrs. Sushila Rohotagi, Chairman of the Social Welfare Board, in her inaugural address stressed the importance of economic freedom as a necessary adjunct to the advancement of women. She also emphasized the role of women's voluntary organizations in promoting income-generating activities for women.

11. Mr. David Scott, Vice-President of ICSW, Asia and Western Pacific Region, stated that social application of improved technology was the need of the hour and social organizations had a great role to play in that task. If "equality of opportunity" was to be a little more than a rhetoric, many organizations would have to strive to achieve equality with a national link-up at the apex. ICSW strongly believed in the substantive role women could play in community development and was happy to associate itself in training programmes to impart managerial skills to make its work effective.

12. The senior regional expert of ESCAP extended greetings on behalf of the Executive Secretary of ESCAP and the Chief of the Social Development Division of ESCAP to those present and others actively associated with the organization of the programme. Explaining the rationale for the programme, she reviewed the origin and working of the Voluntary Fund, which was aimed at promoting women's programmes and projects at the grass-roots level unhampered by the normal procedural delays. The fund had financed 39 projects so far in the Asian and Pacific region at a cost of $US 3.2 million.

13. Mr. S.D. Gokhale, Assistant Secretary General of ICSW, stated that his organization was happy to associate itself with an activity aimed at providing women with opportunities to develop their skills.

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VI. METHODOLOGY AND CONTENTS

14. The training workshop had several phases which did not necessarily follow in sequence but were interwined. The first was the imparting of knowledge and skills in various areas. The methodology varied between lectures, group discussion, role playing etc. The second was field visits and learning of theory and practice at the field sites. The third involved the formulation of project proposals by participants for their respective countries as well as a regional project. The fourth entailed assistance in the preparation of a manual/report in order that other groups and countries could formulate and execute similar projects. The manual would be primarily prepared by the faculty but the input of the participants was obtained. The manual, it was hoped, would assist women's organizations in various parts of the ESCAP region to benefit from the training.

15. The senior regional expert of ESCAP and the two co-ordinators met daily to review the work of the previous day and to plan for the following day.

16. Some of the subjects dealt with in the lectures were:

(a) Planning: scope and problems in initiating economic activities for women;

(b) Environmental influences on enterprises: economic, political, social, cultural and technological;

(c) Management functions: planning, organizing, administration, etc.;

(d) Decision-making process and participation of workers;

(e) Budgetting and accountability;

(f) Communications;

(g) Packaging;

(h) Provisions on labour and wage fixation;

(i) Supervision;

(j) Quality control in production and marketing;

(k) Sales principles of marketing techniques forecasting;

(l) Preparation of project proposals, particularly as required by the Consultative Committee of the Voluntary Fund for the United Nations Decade for Women.

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17. Field visits were organized to the following agencies to integrate theory and practice and to use some of them as case studies:

(a) Lijjat Papad;

(b) Ratan Tata Institute;

(c) Tata Cancer Rehabilitation Centre;

(d) Seepze Electronics;

(e) Mahila Udyog Limited;

(f) Shramsahkar Mahila Sangh Ltd.;

(g) Food Craft Institute, Pune.

VII. DOCUMENTATION

18. Documents were provided to the participants to assist them in learning project formulation techniques as well as to familiarize them with cases of successful projects.

VIII. RESPONSIBILITY OF PARTICIPANTS

19. Another interesting feature of the Workshop was that all the participants were supposed to prepare papers before they coming to attend the Workshop describing income-generating projects in their countries on the basis of an outline that had been provided to them. They were also required to present in that paper an identification of needs and the kind of income-generating projects that could be initiated in their respective countries. The following papers were received from the participants:

(a) A case study on an income generating project (Philippines);

(b) A case study on an income generating project (Philippines);

(c) Ladies housewife groups in north-east Thailand;

(d) Income-generating programmes in Thailand;

(e) Income-generating programmes for women in Pakistan;

(f) National paper by the Republic of Korea on income-generating projects;

(g) Socio-economic centres for women operated by federal and provincial governments and voluntary social welfare agencies in urban and rural areas of Pakistan.

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20. During the Workshop a number of project proposals were prepared by the participants as part of their training. Subsequently, they were required as a post-Workshop activity to prepare a national project as well as two subregional projects and forward them to ESCAP so that it could appraise the quality of the projects and decide whether they could be funded under the Voluntary Fund.

21. The following draft national project proposals have already been prepared:

(a) Establishment of a carpet and dari weaving development centre for rural women in the Punjab, Pakistan;

(b) Vocational training for youth of the lower income class (type of project: metalwork), Republic of Korea;

(c) Handicraft training in Korea Women's House.

The draft subregional training projects are:

(a) Training programme for women working in NGOs and government departments and as local leaders (the countries involved are Bangladesh, Maldives, Pakistan and Sri Lanka);

(b) Subregional project on management training and special course in marketing (the countries involved are the Philippines, the Republic of Korea and Thailand).

IX. EVALUATION

22. An evaluation of the Workshop was also carried out and the participants had found it very useful and had been particularly impressed by the sessions on supervision and how to prepare project proposals.

23. ICSW had made extremely good arrangements, both physical and substantive. It had selected very capable persons in and around Bombay to present lectures and lead the discussions. Its selection of fieldwork agencies for practical field experience had also been very appropriate in view of the objectives of the Workshop.

24. The project initiated a chain reaction and influenced a number of people and organizations.

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PROGRAMME SCHEDULE*

DURATION: 7-21 September 1981

VENUE: Bombay: 5th Floor Committee Room, Mantralaya

Pune: Ranade Institute (University of Poona), Ferguson College Road

ORGANIZED BY: International Council on Social Welfare, Regional Office for Asia and the Western Pacific, Bombay

SPONSORED BY: Social Development Division, ESCAP

7 September Monday	1100-1200	Inauguration of the Training Workshop
	1400-1530	SYMPOSIUM: OVERVIEW Review of the programmes in India: promoting economic activities for women Panel members Dr. Salima Omer, Dr. Prabhavati Shinde, Smt. Megha Patil
	1530-1700	Demonstrations by Small Industries Service Institute, Government of India, Bombay
8 September Tuesday	0930-1045	Planning of economic activities for women - why and how Dr. P.P. Bawale, Business Analyst, Pune
	1115-1230	Scope for economic activities and limitation Smt. S.A. Nadkarni, Vice Principal, SNDT Women's College, Pune
	1430-1545	Problems to be overcome in initiating economic activities Mr. M.R. Pai, Vice-President, Forum of Free Enterprises, Bombay
	1600-1730	Group discussion (scope for economic activity in the respective countries)
9 September Wednesday	VISITS: FORENOON: LIJJAT PAPAD AFTERNOON: RATAN TATA INSTITUTE	

* Some changes were introduced which are not reflected in this schedule. Special sessions were held on project formulation.

10 September Thursday	0930-1115	Case study of Lijjat Papad Mr. R. Muthuswamy, Director, Institute of Workers Education, Bombay
	1130-1230	Film show
	1430-1545	Case study: Ratan Tata Institute Dr.(Mrs.) S.A. Vaidya, Director (Research), Mill Majdoor Sabha, Bombay
	1600-1700	Film show
11 September Friday	0930-1045	Environmental influences on enterprises: economic, political, social, cultural and technological Dr. Ramu Pandit, Secretary General, Indian Merchants Chamber, Bombay
	1115-1230	Management functions: planning organizing; administration, staffing and controlling Dr. J. Dhingra, Head, Management Studies Department, Burhani Institute of Management, Bombay
	1430-1545	Decision-making processes: participation of workers Dr. V.G. Mhetras, Director, Maharashtra Institute of Labour Studies, Bombay
	1600-1700	Film show
12 September Saturday	0930-1045	Budgetting and accountability Financial aspects of an erterprise: planning and budgetting profits, investments and taxation Mr. S.R. Mehta, Managing Director, Kalpataru Consultants, Bombay
	1100-1300	Communications within industry and outside: public relations Mr. K. Kurian, Radeus Advertising Pvt. Ltd., Bombay

	1500-1600	Packaging Mrs. Shymala Kutti, Indian Institute of Packaging, Bombay
14 September Monday	VISITS: FORENOON: TATA CANCER REHABILITATION CENTRE AFTERNOON: SEEPZE ELECTRONICS	
15 September Tuesday	Leave for Pune	
16 September Wednesday	VISITS: FORENOON: MAHILA UDYOG LTD. AFTERNOON: SHRAM SAHKAR MAHILA SANGH AND FOOD CRAFT INSTITUTE, PUNE	
17 September Thursday	0930-1230	Case Study (M.U. Ltd.)
	1430-1730	Case study (Food Crafts and Sahkar)
18 September Friday	0930-1045	Legal provisions on labour: wage fixation Mr. V.R. Talashikar, Retd. Dist. Sessions Judge
	1115-1215	Supervision Mrs. S.A. Vaidya
	1430-1545	Quality control in production and marketing Dr. D.M. Sarawate, Management Consultant, Pune
19 September Saturday	0930-1130	Sales: principles of marketing techniques, forecasting, sales force and price fixation Mr. D.V. Tikekar, Managing Director, Kirloskar Consultants, Pune
	1430-1730	Presentation and discussion of project reports
21 September Monday	0900-1115	Presentation of reports and evaluation
	1130-1230	Closing session

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LIST OF PARTICIPANTS

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SRI LANKA	Ms. Rohini Vasantha Bamunuwithrana Women's Development Officer Women's Bureau of Sri Lanka Ministry of Plan Implementation
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Mr. Enam A. Chaudhury	Special Assistant to the Executive Secretary

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Mr. V.J. Ram	Chief, Social Development Division
Mrs. Salma Omer	Senior Regional Expert, Women's Programme, Social Development Division

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INTERNATIONAL COUNCIL ON SOCIAL WELFARE (ICSW)

Mr. David Scott	Vice-President
Mr. S.D. Gokhale	Assistant Secretary General
Mrs. Hansa Apparao	Programme Executive

CO-ORDINATORS

Mr. R. Muthuswamy	Director, Institute of Workers Education
Mrs. S.A. Vaidya	Director (Research), Mill Mazdoor Sabha